

STATE OF MICHIGAN
Family
Independence
Agency

October 2002
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Director's Recognition Program

**18 employees
cited for
outstanding
work &
community
involvement**

Eighteen
Family Independence
Agency employees
from around the state
(photo right) were
recognized Aug. 7 at
the fourth Director's
Recognition Award
ceremony. The
workers were
acknowledged as



exemplary staff of the FIA and for their community contributions. The employee awards were presented during an FIA administrative meeting at the Lansing Center.

"Today, we honor the work of a handful of employees who have given much to their agency, state and community," said FIA director Douglas E. Howard at the ceremony. "Recognizing employees who go beyond expectations is a reflection on the good work of all Family Independence Agency employees. The FIA *is* its employees."

Instituted in August 1998, the Director's Recognition Program bestows distinction on the work of selected employees from around the state. Colleagues or supervisors nominated award winners for their demonstrated excellence at work, the way they positively represent the FIA, and their community contributions. For a review of recipients and what nominators said about them, please see the profiles beginning on page 6.

Planning beyond retirement

At an administrative meeting Aug. 8, FIA director Douglas Howard disclosed some plans the agency has made for the foreseeable future. Generally speaking, the agency plans to backfill front line job classes. Some levels of management will be reduced or eliminated and many managerial classes are expected to have an increased manager-to-staff ratio.

In addition the agency expects policy simplification and operational changes including "open and pass" intake for cash assistance applications. There will be 2,689 early retirements in the FIA statewide and some positional redeployment is likely to occur. Direct service positions will receive highest priority.

■ The address can be viewed by employees at FIA-Net under "Resource Library" by clicking on "Director's Early Retirement Presentation (08/08/02)". It is a PowerPoint presentation.

Ingham County's quality improvement

Food Assistance "customer change report line" improves accuracy

County receives \$750 Quality Recognition Program award

By Sally Price, Administrative Manager

Ingham County Family Independence Agency, Lansing

■ For information contact Shelley Cutler at (517) 887-9777 or CutlerS2@michigan.gov

LANSING—Like other large counties, Ingham County was challenged last year to improve Food Assistance Program payment accuracy with new ideas and innovative projects. A team of county staff members put together a project that did that.

The success of this improvement resulted in Ingham County FIA being awarded \$750 from the Quality Recognition Program. Stan Parker of the Office of Reengineering and Quality Management and Zone 4 manager Janet Burch presented the award to team members that put together the program on Aug. 26.

The Ingham County FIA team consisted of Ginny Baxter, program manager, Sally Price, Shelley Cutler, office supervisor, and Jennifer Kennedy, ITT. They developed a "change report" telephone line staffed by a communications clerk. This format was later refined to add additional phone equipment and use existing administrative support staff.

This change allowed the county to have as many staff as necessary to answer the line and also produced significant dollar savings.

The goal was to increase access for customers who needed to contact their caseworkers with changes impacting their Food Assistance benefits. Customers were not always comfortable leaving voicemail messages and the result was:

- Calling back, perhaps several times, to see if the message was received.
- Customer dials zero after messages to talk to an emergency person because they are not comfortable with voice mail.
- Customer may be frustrated if worker's mailbox is full or there is an extended greeting.
- Customer does not leave the information, and the case goes into error.

In Ingham County, our expected outcomes from the new system were to increase customer satisfaction through easier access to a person and not having to leave a voicemail message. The phone line also resulted in information being received on time so changes could be timely and reduce errors.

In addition, the change line operator records more complete and accurate information than may be left on a voicemail message and information is forwarded to the correct worker thereby increasing internal satisfaction.

The process to implement this included establishing a call distribution center to ensure a "live" person always answers customer calls. The customer never receives a recorded message during business hours.

The number of staff available to answer the customer calls can be added or reduced depending on the number of calls received during a specific period. The process is portable and can be changed as staffing changes. There is a written record of the request and the completion of the request can be monitored if necessary.



FIA Icon

a publication of Michigan
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From the Director

By Douglas E. Howard

Director, Family Independence Agency



Maintaining the FIA value of customer focus

I received a card the other day from one of our customers, a mother in Lansing that received the August clothing allowance for two of her children. Her message was sincere and simple: thank you.

"It was a blessing," she said. "I went to Meijer and caught a sale. I was able to get my son four outfits and two pairs of shoes for \$83. My daughter was able to get two pairs of shoes and a cute outfit at Dots. This not only helps their self-esteem, but mine as well. Thanks again."

Her message reminded me how many people appreciate what we do, for this isn't the first time someone's taken the time to thank me. I don't know if customers thank you for your good work. If not, please share in this "thank you".

This mother's message is something we should remember as we watch our coworkers depart for early retirement. Just like you, I see valued coworkers depart, people that have done much to help me achieve my goals as director of our agency.

The FIA is committed to giving highest priority to direct service positions and filling 100 percent of FIS, ES and CPS vacancies before Christmas. Still, there is no magic bullet to suppress the pain or anxiety we have about this process. Our coworkers take years of experience with them, leaving their workloads and us behind.

The FIA Office of Reengineering and Quality Management has been doing transition seminars around the state, and offered these ideas from the Teaming for Excellence steering team to help manage this process:

- Send a message to coworkers that "I feel your pain" because you demonstrate commitment to customer focus as caseloads have risen and we live within constraints of the current economy.
- Instead of worrying about not getting everything done, create a "partnership of understanding" with customers by explaining to them in a caring way that some things might take longer, but that we will do our best to provide timely service.
- Be a good and sympathetic listener to colleagues and to customers.
- Encourage the sharing of ideas and suggestions; solicit the creative suggestions of coworkers.
- Look at processes and continuously look for ways to do things more efficiently.
- Focus on the essential and let go of the non-essential.
- Look around for resources we might have overlooked or not utilized before.
- To the best of your ability, rely more on existing technology.
- View this time as an opportunity to find new partners.
- Use resources such as student interns who receive college credit for their work with FIA.
- Involve customers in providing training when appropriate – e.g., in Work First orientation.
- Especially with retiring FIA staff, involve retirees as volunteers.
- Consider the importance of stress relief such as taking breaks and getting away at lunch time.
- See this as an opportunity to appreciate the value of each individual employee.

The largest group of early retirees will depart, perhaps ironically, the day after Halloween. Whether this will be a "trick" or "treat" depends on the way we react and the way we prepare ourselves for the transition.

Thanks for thinking about this and keeping the goals of customer service out front.

Intercepted letters

Date: Aug. 29
To: Karen Willett, Child Protective Services
Muskegon County Family Independence Agency
Subj: Karen Willett

I wanted to personally thank you for your commitment to the Family Group Decision Making program and for all the extra time you have put in for the families. It has been a pleasure working with you. Keep up the good work!

Maria Hillary

Catholic Social Services, Muskegon

■ Submitted by Barbara Klingenmaier, CPS supervisor in Muskegon County.

Date: Aug. 27
To: Kate Hanley, Director
Nokomis Challenge Center, Prudenville
Subj: Achievement

Thank you for allowing me to be a spectator at your 2002 Nokomis Challenge Day. I was thoroughly impressed by the organization of the day and the positive attitude of all staff and youth involved in the event. The students were able to walk away with a positive, healthy experience in friendly competition. It was wonderful to see the courage displayed by each team member and the encouragement offered to each student by all of the other youth without regard to team membership.

Congratulations to the students and staff that participated: Arbor Heights male team and staff; Arbor Heights female team and staff; Parmenter House CJC team and staff; Woodland Center team and staff; Nokomis Challenge Center team; Nokomis staff; Steve Seager, event coordinator; Craig Newton, timekeeper; Jill Zofia, referee; Mike Bolen, scorekeeper and photographer; Todd Serby, Joe Bagby and Sue Kramer, safety.

I am looking forward to next year's Challenge Day and will try to persuade others to attend as either participants or as spectators.

Mary Hedgepeth

FIA Bureau of Juvenile Justice, Lansing

■ The Nokomis Center Challenge Day was held Aug. 22. Nokomis Center is an FIA juvenile justice facility.

Date: July 31
To: Jane Leask, Family Independence Manager
Subj: Karen Porter

I am writing in regard to Karen Porter. I am a recently divorced mother of four and have come across hard times in the last year. I found myself having to go through your office for assistance just to support my children. I found it to be embarrassing to come there because I have always prided myself in being able to take care of my children on my own and for the first time in my life I was unable to.

Then I met Ms. Porter and I couldn't have been placed with a better person. Not only is she one of the sweetest people I have ever met but she is also professional. Whenever I needed anything or had any type of question she always returned my call within a reasonable amount of time and has always helped me to the best of her ability. I hope that when people are having a hard time in their life and they need to go to your office looking for assistance like I did, they have a person like Karen there extending a helping hand.

I just wanted to write to let you know that you have a wonderful employee working there and that she is one of a kind. I wish in the future that you hire more employees like her because you can't get any better than Karen.

Jacinta Thornton

Lansing

■ Karen Porter is a family independence specialist with Ingham County FIA. This letter was submitted by Ingham County director Jann Watkins.

Date: July 31
To: Kate Young, Manager
FIA Adoption Subsidy Program, Lansing
Subj: Customer service

I felt it necessary to share a heartfelt "Thank You!" with you and your staff, and to congratulate your unit in processing this sibling group's support subsidy requests so quickly. I mailed the subsidy requests for four children (in pairs) on June 28 and July 3. The Adoption Subsidy Agreement transmittal forms (for one pair) were dated July 24 and July 29 (for the other pair)...less than four weeks' time!

What a terrific response time! The original documents did not have any worker's name attached to the transmittal forms, thus I am unable to follow through with a direct "Thanks!" to the staff that worked on these contracts.

Please assist me in sharing kudos and high fives with those who were directly and indirectly responsible for such an awesome response. All too often thanks for good work isn't shared. I did not want this to be one of those times. Again, thank you and great work!

Millie Buiteweg, Adoption Recruiter/Specialist

Kathleen Schoenherr, Adoption Supervisor

Judson Center, Redford

■ Submitted by Jean Hoffman, FIA Adoption Program supervisor.

Date: July 24
To: Dane Ross, Director
Bay Pines Center, Escanaba
Subj: Customer service

On behalf of Genesee County Children's District, we would like to thank and commend your staff for the excellent care and treatment provided to our (name not published) ward while she was in placement at Bay Pines. She is a young lady who has been in the child welfare system since she was a young child. At the time of her placement in Bay Pines, she was experiencing very serious emotional as well as medical problems. Thanks to the kindness and consistency of your staff, she was able to settle down and make some real progress in overcoming many of the obstacles in her life. In addition, Bay Pines offered her a sense of well being and stability that had been missing for many years.

Prior to her placement in Bay Pines, she presented a true challenge to those who tried to help her. We believe she was fortunate to have Carey Kutha as her group leader as he treated her fairly and had the patience to allow her to develop trust in his ability to help her work through her problems. It is very evident that she has respect for Mr. Kutha and other staff at Bay Pines who did their best to make her stay in your program a positive experience.

Thank you so much for taking such good care of her. Despite the distance, we look forward to placing other Genesee County youth in Bay Pines in the future.

Susan Hull, District Manager

Genesee County FIA, Flint

■ The subject's name was withheld since Michigan law requires confidentiality for state wards who are minors.

Date: Jan. 4
To: John Kelly
FIA Program Coordination and Support, Lansing
Subj: Award

Congratulations! You have been chosen to receive Helping Hands Awards from the Michigan Head Start Association. These awards are given annually to non-Head Start employees who demonstrate outstanding support, assistance or service to further the mission and/or goals of the Michigan Head Start Community. Sandy Little of the Head Start-State Collaboration Program nominated you at the end of last year.

■ Kelly received the award at the organization's Assembly Meeting Jan. 16 in Mt. Pleasant. He was cited for developing and improving the process to produce and distribute FIA recruitment data to Head Start grantee and delegate agencies. Bev Hedin, Kelly's retired supervisor, submitted this information.

Director's Recognition Award recipient profiles

Maribel Bermudez

Family Independence Manager at the Wayne County Fort Wayne District, Detroit

Nominated by Veronica Madrigal, District Manager, Fort Wayne District

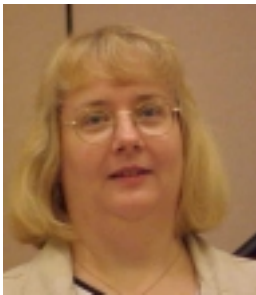


Maribel has worked for FIA for 23 years. Maribel is an extremely knowledgeable employee who continuously explores new methods to improve her workers' caseload management skills. She is committed to improving staff use of technology and their understanding of agency policy. Maribel is very receptive to change and often motivates peers to accept new methods. She is an excellent team player who is always willing to extend her assistance. Maribel is the office expert on the Data Warehouse and alien policy. Her ability to stay focused, listen and remain calm makes her an excellent role model. Maribel is the consummate professional whose job performance exemplifies the FIA mission, vision and values.

Elaine Carlson

Disability Examiner, Michigan Disability Determination Services in Kalamazoo

Nominated by Julie Mavis, Disability Examiner, Kalamazoo DDS office



Elaine, who has worked for the FIA for 22 years, brings professionalism, energy and enthusiasm. She is efficient, well organized, has excellent people skills, is extremely approachable and always takes time to help coworkers. Elaine is a positive influence in her district and exemplifies good customer service. She is respectful and courteous and often goes above and beyond the call of duty to provide assistance. Elaine demonstrates excellent examiner skills. She communicates well with customers and keeps current with mail and case actions. Elaine is active in the Alzheimer's Association and instrumental in organizing office donation drives to support the Red Cross.

Colleen Cooper

Family Independence Manager in Gladwin County, Gladwin

Nominated by Robert Adams, Director, Arenac-Gladwin County FIA



Colleen has worked for FIA for 12 years. She has superb organizational skills and can stay focused and on task despite numerous interruptions. When confronted with an issue or problem, Colleen is always constructive and seeks ways to build on strengths and find solutions. Colleen exemplifies customer friendly management and always makes time for anyone who needs a consultation. She treats customers with courtesy while maintaining a helpful and professional demeanor. Colleen is an excellent trainer who has steered her staff through double caseloads and policy changes with grace and ease. Colleen is a dedicated professional who treats others with dignity and respect.

John Cox

Senior Policy Analyst in the FIA Office of Child Support, Lansing

Nominated by Carl Blanchette, Director of Child Support Programs, GovConnect



John has worked for FIA for over 30 years, with the majority of time spent administering child support. He is extremely knowledgeable and is one of only three national experts trained by the federal Office of Child Support Enforcement in child support distribution rules, making him an expert in other states. John's dedication is demonstrated in his work habits. He is often the first one in the office and the last one to leave. John is always available to assist fellow staff members. He willingly helps others with assignments to ensure policy is completed in a timely manner. John is dedicated to child support and does quality work. He retires Oct. 1.

Jean Hoffman

FIA Adoption Services Program Manager, Lansing

Nominated by Henry Hofstra, Policy Analyst, Adoption Services Program Office



Jean, who has worked for FIA for 31 years, leads by example with professional integrity. During her tenure the number of adoptions has increased annually and the subsidy unit has significantly improved their customer response time. Despite demanding and ever changing duties, Jean consistently makes time for her staff, colleagues, peers, customers and the families we serve. She is committed to building and maintaining alliances within and outside the agency. She treats everyone with respect and dignity, regardless of their status or position. Jean is president of the National Association of State Adoption Programs and is an ongoing volunteer with the Ingham County charity Caring About Kids.

William Kennedy

Program Section Manager at Wayne County Schoolcraft-Stansbury District, Detroit

Nominated by Patricia Brown, District Manager, Schoolcraft-Stansbury District



William has worked for FIA for 22 years. He is a committed and dedicated employee who focuses on providing quality work, timely customer service delivery and staff accountability. William is extremely dependable and always willing to go above and beyond his duties. He is a local office computer expert who uses his knowledge to enhance district operations and to assist staff with technology related casework and training. He develops training modules and assembles charts and graphs to illustrate the district's performance level. William is an active member of his church and serves in the U.S. Air Force Reserve, where he is a major and deputy comptroller in charge of the Financial Management Office.

Director's Recognition Award recipient profiles

Nancy Lentz

Volunteer Services Coordinator in Mecosta County, Big Rapids

Nominated by Sharon Christensen, Director, Mecosta County



Nancy has worked for the agency for over 24 years. She is a master at maximizing resources and skilled in collaborating with other agencies and businesses to garner additional goods and services. Nancy comes to team meetings ready and willing to explore what volunteer services can do to enhance operations and service delivery. Nancy arranged for volunteers to assist with Project Recall—Mecosta County's Food Assistance accuracy initiative—to help verify key eligibility information. She coordinates the adult foster care resident Christmas party and summer picnic. Nancy was instrumental in developing the Adult Support Service Fund that addresses the unmet quality of life needs for low-income aged and disabled.

Jacqueline Minton

Retired Executive Secretary for the director of Clinton-Shiawassee County

Nominated by Paula Clark, retired Director, Clinton-Shiawassee County



Jackie, who worked for FIA for 36 years, was a caring and supportive employee who anticipated the needs of those who came to her and anticipated issues that impacted this director. Jackie was both counties' personnel liaison, was the timekeeper for Shiawassee and backup timekeeper for Clinton. She developed a tracking system for complaints and for all incident reports. Whenever there was an organizational need, Jackie was always the first to "come to the plate." If there was something to celebrate she was part of organizing it. If it was a situation where an individual needed help, she was there to provide it. Jackie is well respected in her local community where she does volunteer work.

Daniel Pfaff

Family Independence Manager at the Macomb County Warren District

Nominated by Tami Wright, Family Independence Specialist, Macomb Warren District



He has worked for FIA for 26 years. One of Daniel's most impressive characteristics is his determination. No task is ever too big or daunting. Daniel believes he will always find the means to persevere. He provides a very positive work environment for his staff and is always the first to approve training to better staff skills and increase their knowledge. Daniel developed an Alien Eligibility Overview chart that helps workers determine alien eligibility. He also developed the Negative Action Codes list and the Medicaid Tables Chart, which he shared via FIA-Net. Daniel chairs the supportive services committee at Macomb Homeless Coalition that coordinates and enhances services to county homeless.

Nancy Presocki

Information Technology Manager for FIA Payments, Lansing

Nominated by FIA Communications Director Karen Smith and Janet Strobe, Director of Financial Assistance Programs



A state employee for over 27 years, Nancy is a member of the Department of Information Technology working on FIA projects. She meets regularly with customers to identify their needs and to give project updates. She is proactive and looks for ways to improve service delivery. Nancy is extremely positive and has a friendly and optimistic attitude even when things are not going well. Her “can do” approach to developing new programs and problem solving is unwavering. She never says, “We can’t.” Instead, she outlines obstacles and what it will take to overcome them. Nancy worked on the “paperless” FIA child care projects including interactive voice recognition, electronic funds transfer for provider payments, and Internet billing.

Steven Reimer

Family Independence Specialist for the Wayne County Maddelein District, Detroit

Nominated by Dolores McGargal, Family Independence Manager, Wayne Maddelin District



Steven, who has worked for the FIA for 17 years, has an excellent work ethic and is very thorough, conscientious and task oriented. His extensive knowledge of child day care, mental health and homelessness has secured him the title of local office expert. His assignments are completed in accordance with quality standards and management expectations. He delivers timely and efficient customer service, often going the extra mile to get positive results. Steven works effectively with the community fostering positive relations and outcomes. He demonstrates his commitment to family preservation, customer self-sufficiency, payment accuracy and maintaining community partnerships daily.

Kathleen Shepherd

Family Independence Manager in Jackson County

Nominated by Patricia Newbauer, Program Manager, Allegan County and James McCormick, Director, Newaygo County and seven managers in FIA Zone 3



Kathy has worked for FIA for 26 years. As statewide EBT coordinator Kathy provided detailed and user-friendly instructions to counties. Her ability to express complex ideas clearly was valued and appreciated by customers. Kathy is knowledgeable and patient. She often forwarded “just in time” information about problems related to the contractor and was worked tirelessly to resolve system and customer problems. Kathy has represented the agency with distinction in numerous meetings and presentations with staff, advocacy groups and retailers. She operates effectively on her own and is an excellent team member. She is a strong bridge builder, helping local offices and FIA administration understand each other’s significant issues.

Director's Recognition Award recipient profiles

Dennis Swiggum

Director of Adrian Training School (ATS)

Nominated by Marlys Schutjer, Interim Director, FIA Bureau of Juvenile Justice



Dennis has worked in various capacities at ATS since 1972 focusing on best practices and using his extraordinary understanding of group work principles to bring resolution to challenging situations. Dennis stays abreast of all aspects of his job, provides regular feedback and guidance to staff. He maintains a high profile on campus, frequently observing activities and interacting with youth and staff. Dennis has particularly excelled in diversity leadership at ATS. He has been a strong and steady role model to the many staff and youth he has worked with over the years. He expects excellence and he gives it. Dennis is an excellent steward of taxpayer dollars and is highly respected by peers, staff and the community.

Lawrence Taylor

Former District Manager of Western Wayne Children and Family Services, Taylor

Mr. Taylor died unexpectedly Jan. 12, 2002. His wife was awarded this posthumous recognition



Wayne County Zone manager Margaret Warner (left) with Mrs. Taylor, who received the award.

Mr. Taylor worked for the FIA for 23 years, beginning in 1978 as a clerk typist and ascending to assistance payments worker, welfare services specialist, program manager and supervisor and division manager. During his years of distinguished service he spearheaded the development of community programs and played a vital role in various FIA initiatives. He was known for his exceptional intellect, his strong commitment to his responsibilities and his untiring advocacy on behalf of the FIA and the vulnerable adults and children served by our agency. His hard work and dedication to his job earned him the respect and admiration of his peers. His diligence, enthusiasm and commitment made him deserving of this recognition.

Lenoria Warmack

District Analyst at the Wayne County Medbury-Concord District, Detroit

Nominated by Carol Thomas, District Manager, Medbury-Concord District



Lenoria, who has worked for FIA for eight years, is a very effective analyst and an accomplished professional who is committed to doing her best. She is innovative and provides outstanding customer service. Lenoria is extremely supportive and looks for areas in the organization to provide assistance. She is a strong advocate for community involvement and has helped FIA build better relationships. Lenoria has organized clothing drives and led campaigns to distribute Valentine's Day cards and Easter eggs to every child in three local schools. She gives presentations to community organizations and attends school meetings to discuss how FIA and local schools can improve the service they provide in the community.

J. Daniel Werk

Manager in the FIA Telecommunications and Vehicle Management section, Lansing

Nominated by Donald Bos, retired Director, FIA Departmental Services

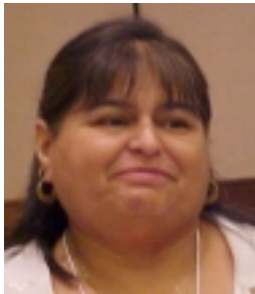


Dan is a person of principle who can be counted on to help in the most difficult situations. An FIA employee since 1973, he is a self-starter who quickly grasps the situation, identifies problems and crafts solutions that work. He maximizes productivity and prudently uses taxpayer dollars. Dan was instrumental in addressing safety needs of FIA staff. He developed a statewide communications plan using cell phones, Nextel and State Police radio support and implemented the plan to add keyless entry and alarms in FIA vehicles. His proposal to re-engineer FIA's case management process will soon be piloted and will free staff time. Dan sets an exemplary standard of civility and concern for customers and colleagues.

Maria Ybarra

Family Independence Specialist at the Genesee County Pierson Road District, Flint

Nominated by Janice Strozier, District Manager, Pierson Road District



An FIA employee for 22 years, Maria genuinely cares about her work and is committed to helping the families she serves. She helps customers improve their circumstances by assisting them with ways to tackle barriers and achieve goals. Maria is a volunteer on the county Food Assistance Payment Accuracy Committee, has served on the Prevention Transition Team, and worked as a Project Zero specialist on the 2000 Family Independence Summer Project. Maria has provided Family Independence Program and Food Assistance Program information to interns at Hurley Hospital to better serve their patients. She is an active member of St. Agnes Church and serves on its committee for Bread for the World Organization.

Dennis Ylinen

Retired Welfare Services Specialist for Alger-Schoolcraft counties

Nominated by staff from both counties and Director Robyn Loviska



**Robyn Loviska
accepted for Dennis
Ylinen, who did not
attend the event.**

Dennis worked for FIA for 25 years and administered all children services programs in Alger County for close to 20 years. Because of his knowledge of programs and policies he has been called on to share his expertise with neighboring counties and the Zone 1 office. His ability to remain calm and professional even when confronted with hostile situations was always valued. Dennis was a good listener and seldom critical of others. He was always willing to assist other workers, answer questions or help with problems, and was always willing to go the extra mile to ensure a child's safety. He was a consummate professional who maintained good community relations with various agencies, law enforcement and the public.

“I didn’t know you guys cared about anybody”

Tracee Thomas, Newaygo County’s Achiever of the Month

By Sue Faltinek, Project Zero Coordinator, Newaygo County Family Independence Agency and Chris Kosla, Family Independence Specialist, Mecosta County Family Independence Agency, Big Rapids Telephone (231) 689-5542 (Sue Faltinek)

■ Chris Kosla, Tracee Thomas’s caseworker in Newaygo County, later transferred to Mecosta County.

FREMONT—On Aug. 16 Tracee Thomas received the Family Independence Agency’s 105th Achiever of the Month Award. FIA director Douglas E. Howard presented the award during a ceremony held in the atrium of the Newaygo

Tracee, a 6, Kejuan, age 4, and Independence Agency benefits through the state and moved to

O-o-o-klahoma

While living and completed medical worked in a doctor’s patients and taking

Tracee to return to Michigan pursue a better life for unemployed, raising another child and costs.



Tracee Thomas

Medical Care Facility in Fremont. single mother of three children—Kenneth, age Keyanna, age 2—first turned to the Family for assistance in October 1995, receiving December 1997. At that time, her family left Oklahoma.

in Oklahoma, Tracee attended Platt College assistant training. For several months, she office doing reception work, billing, weighing their blood pressure.

enjoyed this position very much and only left with her family in December 1998 in order to herself and her children. At that time, she was two children without child support, expecting staying with her mother to save on housing

In January 1999, to help provide for her family, Tracee applied for assistance at the Newaygo County FIA. Through the Newaygo FIA Tracee received Family Independence Program, Food Assistance and Medicaid benefits.

Tracee had enjoyed working in the doctor’s office and was determined to again find employment in the medical field. When she was referred to Work First, she began an intensive job search geared toward that field.

FIS support

Since Tracee did not have transportation, her family independence specialist, Chris Kosla, supported Tracee’s efforts by driving her to medical facilities for job inquiries and interviews. During these trips, Chris and Tracee had the opportunity to learn about each other and developed a strong working relationship.

At one point during Tracee’s job search, she commented to Chris, “I didn’t know you guys really cared about anybody.”



To Strengthen Michigan Families

Achiever of the Month

Tracee said: "Chris listened to me. She understood my determination and goals. Most importantly, she was always willing to work with me!"

When Chris was not available to drive Tracee for a job search or when Tracee and her children had medical appointments, Newaygo County volunteer services provided for her transportation.

Tracee's hard work paid off and she found part-time employment as a nurse's assistant at Transitional Health Services in Fremont. In May 1999, Tracee's Work First provider, Michigan Works!-Hope Network, assisted her by purchasing a vehicle and car insurance. When the vehicle was no longer road worthy, FIA again provided transportation for Tracee through volunteer services.



Tracee with caseworker Chris Kosla

Volunteer assistance

Tracee said: "My volunteer services driver, Nila Marshall, was thoughtful and very nice. I often walked to work and on those days when the weather was poor, she often called to find out if I was okay and would offer to drive me home.

"At that time, I was pregnant and really appreciated her caring attitude."

On May 31, 1999, her cash assistance case closed due to her earnings. She did continue to receive Medicaid for her children, Food

Assistance and child care benefits.

Being the determined person she is, Tracee continued to pursue a full-time position looking for additional employment opportunities.

Tracee successfully applied for and accepted a part-time position at Rite Aid in White Cloud. In July 1999, she was hired full-time and continues her position there today as a certified pharmacy technician. Her duties include customer service, ordering and filling prescriptions and assisting the pharmacists as needed.

In June 2000, the Fremont Service Committee, an alliance of churches, gave Tracee a vehicle and FIA supplied the funds for insurance. Tracee was very grateful for the continued support of the local agencies.

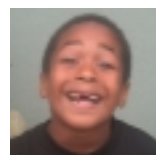
Working on getting better

Tracee plans to increase her salary opportunities by taking the National Test in the next few months. In addition, she also plans to enroll in college to complete degree. While attending college, she is committed to maintaining her employment

Tracee is grateful to her family for the support they have given her and Her mother, Barbara Myers, provided lots of encouragement and emotional support with a place to stay when she returned to Michigan. Ms. Myers also cared for Tracee was working. FIA supported her mother's efforts by providing Tracee with

Tracee was selected to receive the August 2002 Achiever of the Month award consistent hard work to provide a better future for her family and her extraordinary efforts to become independent of the welfare system.

Tracee has faced many challenges to make a better life for her family. Today, she is on a path that will inspire not only her personal development, but also her children's. She is a wonderful role model and through her example, her children will learn that determination and hard work can lead to success.



Kenneth Thomas

Pharmacy Technician a registered nursing with Rite Aid. continue to provide. and supplied Tracee Tracee's children while day care assistance. because of her

Quality recognition in Isabella County

Adoptive parent-agency partnership benefits families & children

By Julie Warner, Adoption Supervisor

Isabella County FIA

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MT. PLEASANT – Isabella County staff and parents shared in a recent recognition award.

During a June 13 Isabella County Family Independence Agency staff meeting, adoptive parents Marcia Haney and Barbara Sanders and FIA adoption supervisors Roger Quinn and Julie Warner were awarded a \$1,500 Quality Recognition Award. They received the award for their work to develop and implement a pre-service training program for prospective foster and adoptive parents.

At the meeting Donna O’Grady, director of Isabella County FIA, was awarded a certificate of teamwork achievement for sponsoring the team. Julie Horn Alexander from the FIA Office of Reengineering & Quality Management presented the awards. Her office administers the FIA Quality Recognition Program. Also on hand for the presentation was Kathie McDonald, FIA Zone 3 Manager.



The Isabella County team: Barbara Sanders (seated), (l-r standing) Roger Quinn, Julie Warner, Marcia Haney.

About the program

The adoptive parent recruitment and training program was developed in 1992 and has been continuously revised through the years to meet the special needs of adoptive families. This program provides prospective adoptive parents with a group of families they can turn to for support later on. It helps families examine their motivation to adopt and their ability to commit permanently to special needs children.

The program allows families to screen themselves out and reduces stress for the family and the worker when families are not appropriate. In addition, it provides instruction for families to manage common behavioral problems of special needs children.

In the current model, prospective adoptive families are requested to attend a seven-week educational program before applying to be an adoptive or foster family. The training includes information on separation and attachment, grief and loss, working with the Agency, the home study process and common behavioral problems of special needs children.

Mss. Sanders and Haney—who have provided foster care and permanent homes to special needs children for the past 25 years—teach the educational component. Their real life experiences and methods of managing special needs children provide the framework for the training.

Hundreds served

Approximately 200 families have been served since inception of this program. Over 100 children have been placed for adoption in these families. Thus far, not a single special needs child has experienced a disrupted adoption after placement with the trained families.

The program benefits the FIA by allowing the worker to meet with a group of families, often from multiple counties, at one time. It reduces worker time and travel expenses, reduces the expense involved in placing children in costly residential and institutional placements after adoptions disrupt, and reduces staff time involved in providing post placement services to families and children. The adoption worker can instead focus their effort on making adoptive placements.

This program benefits special needs children legally available for adoption by providing them with a trained family that is committed to providing a permanent place for children to grow up.

Newaygo County quality recognition award

Partnership puts locally developed resource guide online

Resolves longstanding problem unsuccessfully broached previously

By James McCormick, Director

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WHITE CLOUD—Every FIA employee knows the problem of keeping up-to-date on resources available within their community. From services workers, FIS and ES looking for help for their customers to receptionists answering the main phone lines, directing people to the right service is a time consuming and frustrating exercise.



Newaygo County team (from left): David Jibson, Cheryl Babcock, Carin Obits, Trish Lichon, Kim Polasek and Vicki Wood.

Something old

Newaygo County had tried to solve the problem on two occasions in the past. First, in the early 1990s, several agencies convinced a local community foundation to fund a project that produced a written resource guide. Not only did it include local agencies but every other conceivable source of support for local residents as well. Unfortunately, this one-time printing was out-of-date quickly. Next, a local school-driven technology initiative was tapped to “host” a resource guide. The printed pages of the original guide were scanned into an online directory. Again, however, maintaining the guide was never successful, links to new information were not added and the web pages were difficult to find and maneuver within.

Something new

A group of Newaygo County FIA employees from every side of the organization decided to do something about the problem. Group members included Vicki Wood, FIM, Dave Jibson, adult services (and computer guru), Carin Obits, FIS, Trish Lichon, child welfare, Cheryl Babcock, ES and Kim Polasek, administrative support. Meeting on a regular basis, they sketched-out the purpose of the guide and began gathering data to include. After several beta versions were tested internally via a shared folder, a link to the guide was placed on every employee’s desktop. We provided disks to three community organizations so their staff could test and assess the product.

After other agencies started inquiring to receive the guide, Dave Jibson convinced a local business, Briar Hill Golf Course, to donate some of their unused web space to host the resource guide. Check it out at <http://briarhillgolf.com/ncfia/index.html>

The guide continues to evolve and as more local agencies establish their own web pages, links are embedded in the guide. Additionally, the group has included many referral forms that can either be downloaded for completion or completed online which saves everyone printing costs.

On August 16, FIA director Doug Howard and Stan Parker from the Office of Reengineering and Quality Management presented the Resource Guide team a Quality Recognition System Award and a check for \$1,500 for a job well done. Not only did they solve a problem for their internal customers, they provided a service to the community that has not only simplified a lot of people’s jobs, but has helped ensure that all available services are accessible to the whole community.

■ Have an improvement you want to share? If you want to be recognized for process improvement contact Stan Parker, Quality Recognition System coordinator, by telephone at (517) 373-7984 or by email to parkers@michigan.gov

Native American history month

November celebrates veterans and American native cultures

FIA programs provide outreach, service to native American families

By Paul Cloutier, Director

FIA Indian Outreach Program, Lansing

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The autumn month of November is a time of reflection and celebration for native American citizens—American Indians and Alaska natives—the world over.

November is nationally recognized as **American Indian and Alaska Native Heritage Month**, a time when the nation celebrates the contributions made by indigenous people and their culture. This is a time to celebrate their contributions that include:

- The introduction of foods (corn, potatoes, tomatoes, sunflowers, and squash) that feed thousands today.
- Traditional medicinal treatments that became part of modern medicine.
- A model of democracy that became the cornerstone of the U.S. Constitution.

While the nation remembers its military veterans on Veterans' Day, Nov. 11, the contributions of native Americans are somewhat ironically also celebrated that month.

The national celebrations share much in common, for one can locate countless contributions made by American Indians and Alaska natives in military service. It has been estimated that one out of every four American Indians and Alaskan natives is a veteran or is serving this country in one of five branches of the military.

Furthermore, American Indians and Alaskan natives remember all their relatives who have walked on with a feast called a Ghost Supper on or around All Saint's Day, Nov. 1.

So, in the spirit of the month, this article reflects on and provides history about the Family Independence Agency's Indian Outreach Program and Indian outreach workers.

Indian Outreach Program

In a 1977 executive address, former Michigan Gov. William Milliken called the Indian Outreach Program a "special mechanism to serve a particular segment of the state's population." The specialized program recognizes that American Indians and native Alaskans have a need for additional effort in order to make various services accessible to them.

The principal goal is to provide a vehicle that serves American Indians and Alaskan natives in Michigan by American Indian-Alaskan native staff in the FIA. The program helps them become aware of and make use of existing public and private services to help these customers achieve or maintain:

- Economic self-support or to prevent, reduce, or eliminate dependency.
- Self-sufficiency, personal independence, and self-determination.
- The prevention of or remediation of neglect, abuse, or exploitation of children and adults unable to protect their own interests.
- Strengthened family life by preserving, rehabilitating, and reuniting American Indian-Alaska native families.

In May 1975 the program was established in response to information collected from multiple surveys and meetings held with the American Indian-Alaska native community. The information disclosed the groups had an unemployment rate five times greater than that of the general population. Over half of the American Indian-Alaska native population lived below the federal poverty standard. Approximately two-thirds had not completed four years of high school with the highest dropout rates of all minorities.

Also discovered: a life expectancy that was 30 years less than the average of the general population, health care that lagged behind the general population by 20-25 years, and housing conditions that were characterized as poor and over-crowded.

Service based on needs

Because of this, it was envisioned that program staff would perform a variety of functions; but the most important function would be that of a community liaison—to assist in the assessment of customer needs and arrange for or provide appropriate services to meet those needs.

In the United States there are approximately 556 tribes, each with their own unique constitution and set of issues. No two tribes are the same. This also holds true for American Indian-Alaska native communities in that each community has its own unique set of issues.

When the revised Indian Outreach Program policy was released earlier this year, the policy was written with a great amount of flexibility. This allows the county and their Indian outreach worker to address the specific issues of the county's American Indian-Alaska native community. However, since the

The nation appropriately remembers Veterans' Day and American Indian and Alaska Native Heritage Month in November. It is estimated one out of every four American Indians and Alaskan natives is a veteran or is serving in the military.

program began in 1975, Indian outreach workers have become familiar with and worked with nearly all FIA programs and services as well as those from other state departments. Coming from the communities in which they live to work leaves very little time for anything else. However, they will always be available to other state workers, service providers who need assistance with American Indian-Alaska native customers, or indigenous people who need assistance with some of the issues that plagues their lives.

Program staffing

After program creation in 1975, 23 paraprofessional positions were created and placed in Allegan, Barry, Bay, Berrien, Calhoun, Cheboygan, Delta, Emmet, Genesee, Gogebic, Ingham, Iosco, Kent, Leelanau, Luce, Mackinac, Manistee, Marquette, Muskegon, Oakland, Oceana, Van Buren and Wayne counties. Selection of the counties was based on the size of the county's American Indian-Alaska native population or the county's ability to document a need based on socioeconomic conditions of that group in the county.

Then in 1977 a program coordinator was hired at the state level and placed within the Family Services Division. While many of the issues that existed in the early 1970s continue to exist today in addition to other new factors, there have been reductions in program staffing since its inception.

Today, the program operates with these 11 Indian outreach workers: **JoAnne Racette** is located in Baraga County; **Sharon Fegan** in Chippewa County; **Louise (LuLu) Beauchamp** in Delta County; **Frances (Fran) Compo** in Kent County; **Barbara Sharp** in Luce County; **Rhonda Engle** is Mackinac County; **Georgianna (Georgie) Maynard** in Marquette County; **Wendy Dionne** in Menominee County; **Phil Henry** in Oakland County; **Judy Winchester** in Van Buren County; and **Theresa Shawanese** in Wayne County. **June Anderson** was located in Gogebic County and retired from state service at the end of September.

I am the current program coordinator, the fourth since the position's inception. For more information, contact the Indian outreach worker in your county or call the Indian Outreach Program in Lansing. This program is part of the FIA Child and Family Services Administration.

Lenawee County safety training

Dog bite prevention features Lansing expert & magazine publisher

By Linda Albig, Program Director

Lenawee County Family Independence Agency, Adrian

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ADRIAN—Furthering our agency's ongoing employee safety effort, Lenawee County FIA staff participated in safety training held outside on the lawn Aug. 22. The training was a dog bite prevention demonstration by Cheryl Carlson of Cher Car Kennels and Dog Sports Magazine, Lansing.

Carlson explained to staff that no one dog breed is more dangerous or going to attack more than another. "Most of the time a dog is provoked in some way," she said.

Two of Carlson's professionally trained security dogs were part of her demonstration to illustrate how a "defensive" dog will handle attacks, what you should do, and how other dogs might advance on you. Using special clothing and arm covering to protect Carlson from the mock attacks, Cheryl and her dogs put on very realistic demonstrations of how a dog attack may appear.

Staff feedback regarding this training was excellent. Some of the comments included:

- She knew her stuff, was a very good presenter and very good working with her dogs.
- The presentation provided useful information and helpful ideas to consider when making home visits and encountering dogs inside or outside of the home.

Staff said you could tell she is a tough trainer, yet loves her dogs. The feeling is mutual from the dogs I suspect, since one of them jumped up and gave Carlson a "kiss" when the demonstration was complete!

This training was the result of a recommendation from family independence specialist Sylvia McGee-Trevino. Sylvia attended Carlson's dog bite prevention seminar last October at Michigan's statewide child abuse and neglect conference and recommended it for all Lenawee staff.

Carlson has been doing dog bite prevention talks and demonstrations over 15 years, hoping to educate people about safety and to help her dog friends be better understood. She owns and operates a full service boarding, grooming, breeding and training facility in Lansing.

Carlson is certified as an emergency medical service instructor in the field of environmental emergencies and is a certified expert witness in the state of Michigan in regards to training of police dogs, dog attacks and dog behavior. She has trained and certified 35 police K9s in patrol, narcotics, and explosive detection.

Now she has trained a group of FIA employees who are a little better equipped to make home visits.

- To learn more go to www.dogsports.com or email Cheryl Carlson at chercar@acd.net

Used with permission from www.dogsports.com



A splashing success

FIA 2002 All Counties Golf Challenge attracts 116 Washtenaw County team wins, will host next event

By Henry Roukema

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RoukemaH@michigan.gov

GRAND RAPIDS—The Family Independence Agency's 2002 FIA All Counties Golf Challenge, the second such event, was held Aug. 19 at Boulder Creek in Grand Rapids.

While the area had experienced a very dry summer, the heavens chose that moment to release a considerable amount of water. Nevertheless, of 116 registered participants, 115 teed off and a good time appears to have been had by all.

Weather notwithstanding, the scores were remarkably good. The winning team came from Washtenaw County and consisted of Greg Hill, Mike McKie, Warren Southworth, and Bill Price. They shot an 11 under par score of 61. They accomplished this despite two significant showers in the course of the round that left everything soaking wet.

As the man on television says, "These guys are good."

They were three strokes ahead of the next two teams, which were Ingham County Team No. 1 and a blended team from Benzie and Leelanau counties, both at 64. One team shot 65 and then there were a host of teams with scores of 66.

The worst score in the entire event was an 83, which was shot by Kent County Team No. 4. Only the first and last teams received trophies, the one much nicer than the other.

Because of the weather, golf course management expressed some surprise at the hardiness of participants. We explained to them that—as the bumper sticker says—a bad day on the golf course is better than a good day at the office.

Twenty-two counties were represented as well as FIA Central Office, which sent two teams. The county that had to drive the furthest was Cheboygan.

Three teams consisted of blended counties—Barry-Eaton, Benzie-Leelanau, and Montmorency-Oscoda. Calhoun, Ingham, Newaygo and Berrien counties sent two teams and Kent County was represented by four.

Though the winning team consisted of nothing but men, women, who comprise the majority of FIA employees, were well represented at the outing and on several four-woman teams.

Lunch and a presentation of trophies and other prizes followed the golfing. Lunch also provided an opportunity for some socializing and networking and generally connecting with other members of the FIA family.

At the suggestion of Kalkaska County, many counties brought gifts, something that represented their part of the state. Many interesting gifts were brought including smoked fish from Cheboygan. They were awarded by drawing names during lunch. Gifts were purchased with personal, not state, funds.

Though the rain did put a slight damper on the event, all participants seemed to be in a good mood. It was dry for the last three or four holes so everyone was starting to feel a little better by the time they had lunch.

FIA director Doug Howard intended to participate and was one of the early sign ups. Unfortunately he was called to an out-of-state meeting but he sent his second in command, Mark Jasonowicz. His team was nicknamed "High Command" and acquitted itself very well, shooting a 66.

As is tradition for the FIA All Counties Golf Challenge, the winning county hosts the next year's event. All in all, the event was a smashing success but we expect next year will be even better.

■ The contact person for next year is Bill Price at Priceb@michigan.gov



The winning team from Washtenaw County (l-r): Bill Price, Mike McKie, Greg Hill and Warren Southworth. Photo: Scott Schafer

Integrating strengths to meet challenges

Achiever Emily Marcellino of Kent County

By Bernard H. Hoogland, Family Independence Manager
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GRAND RAPIDS—The 104th Achiever of the Month award was presented to Emily Marcellino July 26 during a ceremony held at the Kent County Family Independence Agency Franklin St. building.

The director of Kent County FIA, Andrew Zylstra, hosted the ceremony. He congratulated Emily and presented her with a gift certificate on behalf of the Kent County FIA Board. FIA Director Douglas E. Howard presented Marcellino with an achievement plaque.

Attendees included members of the Kent County FIA Board—Wayman Britt, Joan Krause, and Robert Jamo—and state Rep. Joanne Voorhees of Wyoming.

Others attending the event were Area Community Service Employment and Training Council (ASCET) director Bev Drake, Deb Lyzenga program Manager and case manager Nyela Hooks from Ross Learning, and Kitty Sullivan, family independence specialist with Kent County FIA. ASCET is Kent County's Michigan Works! Agency. Ross Learning Center is the Work First agency.

The achiever also invited her mother and father, Patty and Carl Marcellino, as well as her two children, Somer and Amoni, and her supervisor, Denise DeVries of Spectrum Health Care Clinic. These people, who were critical links in her pursuit of independence from public assistance, all attended the event.



Emily with her parents, Patty and Carl Marcellino, and children Somer (left) and Amoni.

Getting started

Howard opened the ceremony highlighting Emily's involvement with FIA and her path towards overcoming barriers to independence.

"This month I have the privilege of recognizing Emily Marcellino for her motivation and determination to become independent from the welfare system," he said.

Emily applied for assistance in June 1995, about one year after the birth of her oldest child Somer. Although her parents helped out, she had not received financial help from the absent parent and she was having difficulty obtaining employment.

FIA responded by providing cash assistance through the Family Independence Program, food through the Food Assistance Program, and health insurance through Medicaid. Financial help with day care was also provided as the need arose.

Within six months of her initial receipt of cash assistance, Emily gained employment as a telemarketing supervisor and worked her way off FIP in January 1996. For several years, until August 2000, Emily supported herself without cash assistance and periodic help from the Food Assistance Program. However, the telemarketing firm closed and the replacement jobs often involved low pay and part-time hours.

Barriers to hurdle

The barriers of low wage part-time employment, lack of education and job experience contributed to additional challenges with low self-esteem. Emily told her worker, "I need to get my act together and to grow up." She accepted this challenge by first attending FIA-Work First orientation in winter 2000. When she learned educational assistance was available through Work First, Emily realized it was her pathway to independence.

Through Work First she enrolled in an 18-month health care tech and phlebotomy program at Davenport University in Grand Rapids. She was determined to earn her degree. In addition, Emily met the employment activity requirements of Work First and FIA through part-time work as a housekeeper for a hotel chain.

The combination of school and work required a struggle to meet the challenge. There were many days that she missed seeing her children as often as she wanted because of work and classes.

“For over a year Emily juggled work, classes and child care to provide a better life for her family,” Howard said. “While she was determined to stay focused on her goals, she often worried about not being with her children as often as she would like.”

To reduce shelter expenses Emily moved in with her mother, Patty Marcellino. She also received the support of her father, Carl Marcellino, to stay in school and complete her course of studies.

In June 2002, Emily obtained her degree from Davenport University and employment with Spectrum Health Clinic as a part-time receptionist. The part-time position of receptionist was not the job for which she had trained but Emily knew she had to get her foot in the door first.

In addition, Emily continued to work her second job as a housekeeper while calling Spectrum Health Clinic each day for additional hours. She was determined to gain full-time employment with Spectrum. She also set as her goals to enroll in a licensed practical nursing program and stay with Spectrum for career advancement.



Emily Marcellino of Kent County with her certificate of achievement from FIA director Doug Howard. Emily is Michigan's 104th Achiever of the Month.



Wonderful role model

Until Emily can work full-time with Spectrum in her field of study, she will balance two jobs with the requirements of parenting. Her income was sufficient to close her FIP case in May, while she continues to qualify for and receive Food Assistance, Medicaid and child care reimbursement from the FIA.

“Emily is a wonderful role model,” Howard said. “Through her example, her children will learn that determination and hard work can lead to success.”

In her remarks FIA family independence specialist Kitty Sullivan reminded Emily of a home visit they had last year.

Sullivan said at the end of that visit, after reviewing Emily's Personal and Responsibility Plan and her short-term and long-term goals, that she “knew Emily was on track.” She told the audience that she returned from that visit uplifted.

“If I get the opportunity to recommend an achiever it will be you,” she told Emily.

Full-time footnote

While surely not the end of the story, a heartwarming update must be provided.

On Aug. 20, Emily called her FIA caseworker to tell her Spectrum Health had offered her full-time employment. She especially wanted to thank FIA director Howard and Kitty Sullivan for hints they had put in their remarks of her desire to work there full-time while her employer was in the audience.

May her determination to succeed carry her onto the completion of more of her goals.



partners in caring

State Employees Combined Campaign
State of Michigan

The 2002 State Employees Combined Campaign is the annual opportunity for state employees to make a difference in people's lives through charitable giving. The campaign theme for 2002 is "Partners in Caring."

More than one-third of Family Independence Agency employees participated in the 2001 SECC campaign, giving \$596,800, the largest dollar amount by any Michigan state agency. That was nearly one-quarter of the \$2.39 million collected from state employees through payroll deduction last year. FIA coordinators for the 2002 event are Sharon Zuzga (zuzgas@michigan.gov) and Sharon Graham (grahams@michigan.gov)

More than 1,500 organizations are participating in this year's campaign representing every area of human need, said state SECC coordinator Lynn Alexander. Your local coordinator can help you forward your donation to the community organization of your choice. For the first time in 2002, state employees can assign their giving through their HRMN self-service site. The SECC campaign runs through Nov. 8. For more information, contact your local SECC contact person or visit the campaign web site: www.misecc.org

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Copies printed: 17,500 / Total cost: \$5,890 / Unit cost: 33 cents each / Authority: FIA Director

For information about FIA programs, or to read FIA Icon online, go to: www.michigan.gov/fia

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